

4 OCT 1962

TO : Deputy Director of Central Intelligence  
SUBJECT: Review of CIA's National Defense Executive Reserve Program

1. PURPOSE.
  - a. Outline the purpose of the National Defense Executive Reserve.
  - b. Determine the proprieties of the Agency's continuing participation.
  - c. Determine what changes, if any, are needed in the handling of the program and the personnel in it, if it is to be continued.
2. BACKGROUND.
  - a. Executive Order No. 10660, dated 15 February 1956, established authority for a National Defense Executive Reserve throughout the Federal Government under the direction of the Office of Defense Mobilization. CIA was one of fifteen Federal agencies invited to participate in this program and the Director accepted the invitation to establish an Agency Executive Reserve unit.
  - b. The program which was finally arrived at by the Agency in 1958 was composed of twenty-three persons, all of whom were either former employees or current consultants, and all of whom were sponsored by three offices in DD/I; i.e., ONE, ORR and OSI. Current information, including names, occupational title and sponsoring office is reflected at TAB A.
3. DISCUSSION.
  - a. The purpose of the Executive Reserve program is to establish an effective nucleus reserve of executive talent for the civilian operations of the Government by identifying, recruiting, and training an adequate number of executives for use in the event of emergency.
  - b. The Agency's decision to engage in the Executive Reserve program appears to have been influenced primarily by the following factors:
    - (1) Participation in a Government-wide emergency manpower planning program of this type would improve our internal government public relations and enhance our chances of securing a fair share of the manpower pool under the rigid controls which would undoubtedly be imposed in any future general emergency.

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- (2) Designation of selected former employees and current consultants as Agency Executive Reservists would prevent their possible loss to other government agencies in an emergency and insure the availability of individuals with known qualifications and a degree of familiarity with Agency operations.
- c. The Agency has representation on the Interagency Committee on the National Defense Executive Reserve which meets at the request of the Office of Emergency Planning (formerly Office of Defense Mobilization) and our Reservists have been invited to attend the National Conferences held in Washington, D. C. Only two Reservists attended the National Conference in 1960 and although the 1962 Conference promises to be better organized and of shorter duration, we are not optimistic about this year's representation. With minor exceptions the sponsoring offices visualize valid requirements for their Executive Reservists under their anticipated wartime roles, but they have not found it practical to assign them to specific mobilization positions. For this reason, and because they have periodic contact with most of their Reservists through their consultant status, the sponsoring offices have not considered it necessary to hold special orientation and training sessions with their Reservists, as do some of the other agencies with large Executive Reserve programs.
- d. The mobilization personnel requirements developed within CIA to date reflect very little need for additional personnel at the executive level. Rather, the majority of our estimated additional personnel requirements result from planned operations in support of the military in theaters of operation and qualitatively fall within the technical specialist and military skills categories. However, it must be assumed that in event of a general emergency under which nuclear weapons are employed heavy losses would occur in the Washington area. In such event a strong, well-oriented Executive Reserve made up of persons living outside the Washington area could provide the capability of continuing vital intelligence operations which might otherwise not exist.
- e. Decisions as to composition and strength of the Executive Reserve programs are left to individual agencies so long as the numbers are limited to those for which there is a demonstrable need in essential mobilization functions. At the present time there are 113 consultants on the Agency's roles and approximately 100 employees in grade GS-15 and above left the Agency during the period 1 January 1959 - 30 June 1962. These sources constitute a reasonably broad base for the selection of additional Executive Reservists if they are required.

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- f. The agreement entered into between the Agency and the Reservist is not binding on either side, but it does give the Agency priority on the services of the individuals concerned if they are needed. A copy of the Statement of Understanding executed by the Reservists is at TAB B.
  - g. There are some problems connected with Agency participation in the Executive Reserve program but none have proven to be insurmountable. The Civil Service Commission maintains certain basic information on all Reservists and periodically publishes National Directories, but the names of the Agency's Reservists are excluded from such directories. Also, those Reservists who attend the National Conferences are registered as Office of Emergency Planning Reservists rather than CIA Reservists.
4. CONCLUSIONS.
- a. Continued participation in the National Defense Executive Reserve program is in the Agency's best interest from an internal government public relations standpoint and serves as a reminder to Federal mobilization manpower planning authorities that the Agency will have an expanded role to play in any future emergency.
  - b. The program provides the means of maintaining at very little cost a force of highly qualified personnel who have a degree of familiarity with Agency operations who might be available if needed in an emergency to supplement or backstop certain key Agency officials at the executive level.
  - c. Although current mobilization plans reflect relatively few requirements for additional personnel at the executive level, consideration should be given to the advantages of the Executive Reserve program as a means of filling some of the gaps which would be left in the personnel structure in case of a sudden nuclear attack on the Washington area.
  - d. If the Executive Reserve program in the Agency is to be continued either on the current or expanded scale, a positive program should be developed under which the Reservists would be advised regarding their probable emergency roles and kept up to date on emergency operational and relocation plans on a "need to know" basis as determined by their sponsoring offices. In the interest of uniformity and continuing maximum utilization of this source of emergency manpower it is desirable that regulations setting forth the objectives of the program and the procedures for its administration be promulgated.

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5. ACTION RECOMMENDED:

- a. That the Agency continue its participation in the National Defense Executive Reserve program but on the basis that:
  - (1) Membership in the program be limited to those for whom there is a demonstrable need in essential mobilization functions, either to meet the needs of expanded or new operations or to backstop certain key officials.
  - (2) The offices which participate in the Executive Reserve program develop positive plans under which their reservists will be advised regarding their probable emergency roles and kept abreast of emergency operational and relocation plans on a "need to know" basis.
- b. That the Director of Personnel be authorized to prepare for coordination and publication of an Agency regulation setting forth the objectives of the Executive Reserve program and the procedures for its administration.



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Emmett D. Echols  
Director of Personnel

Attachments

- TAB A - List of NDER's
- TAB B - Statement of Understanding

CONCURRENCES:

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Assistant to DD/I (Administration)

Date

L. K. White  
Deputy Director (Support)

Date

APPROVED:

Marshall S. Carter  
Deputy Director of Central Intelligence

Date

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**Remarks:**

The attached study on the National Defense Executive Reserve has been prepared in consultation with the CIA Emergency Planning Officer.

**FOLD HERE TO RETURN TO SENDER**

FROM: NAME, ADDRESS AND PHONE NO. DATE  
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